



## FY04-05 TOTAL COMPENSATION Q & A FOR HR, BENEFITS, PAYROLL AND BUDGET PROFESSIONALS

BY JEFF SCHUTT  
DIRECTOR, DPA DIVISION OF HUMAN RESOURCES

The following questions and answers provide a quick summation of employee total compensation issues for FY 04-05. It is intended for use by human resources, budget and payroll professionals in preparation and implementation of next year's employee compensation.

### LONG BILL BASICS

#### **Will employees get a salary increase based on the market range adjustments in the annual compensation survey?**

Yes, partially. Consistent with the department's recommendation, the General Assembly set aside \$26.1 million in the Long Bill, which enables all employees, except those rated Level 1 (Needs Improvement), to get a 2% salary adjustment. The annual compensation survey was used as the basis for total compensation recommendations, and pay ranges for all nine (SES has been grouped under PS) occupational groups will be adjusted for the new fiscal year to reflect the results of the survey. Pay range adjustments were from 2% to 5.1%, depending on the particular occupational group. Those employees still below range minimums after the 2% adjustment will be brought to the new range minimum.

#### **Was money also allocated for performance-based salary adjustments?**

Yes. The Long Bill also sets aside an additional \$13.7 million for performance salary adjustments. It is extremely important that we recognize performance as the means for employees to move upward within their salary ranges. The Director has provided agencies with the following amounts for setting performance salary adjustments:

Employees who are rated at a 2, 3 or 4 in their performance evaluations may be eligible for performance salary adjustments. All such adjustments will be base

#### **July 1, 2004 Percentage Ranges for Performance Levels**

Level 2		Level 3		Level 4	
Low	High	Low	High	Low	High
0.0%	1.0%	0.5%	2.0%	1.5%	5.0%

building except those rated Level 4 (Outstanding) whose adjustment brings them above the range maximum. In these cases, the employee will receive the amount above the maximum as a non-base building award.

#### **Is there also an increase to the state's contributions to group medical plans?**

Yes. Approximately \$8 million in additional funds will help close the gap in contributions to group benefit plans. This is a start on a multi-year commitment of the Department to seek the funding needed to get state employees closer to prevailing practice. Below is a chart that compares the new monthly total contribution levels for health, life and dental, which will begin January 1, 2005, to current total levels.

Tier	Calendar Year 2004	Calendar Year 2005
Employee Only	\$173.92	\$199.00
Employee Plus One	\$250.39	\$324.44
Family	\$344.33	\$440.97

### LID VALUES

#### **What are the lid values for FY2004-05?**

For the general classes, the lid value for July 1, 2004 will be \$8,610, and for the medical classes the lid value will be \$11,611.

See Q & A on page 6

# BULLETIN NEWS BRIEFS

The Division of Human Resources Compensation unit will present the two-day personnel certification course (PCP) in Job Evaluation and Compensation on August 19 and 20, 2004, in Denver. The class will begin at 9:00 am on Thursday, August 19th and will be held in Room 623A in the Centennial Building at 1313 Sherman St. The course will finish by 3:00 pm on Friday the 20th. Attendees should call or email Judi Karg at 303-866-2391 or [judi.karg@state.co.us](mailto:judi.karg@state.co.us) to reserve a slot in the class. Other questions about the course should be referred to Don Fowler at 303-866-4250 or [don.fowler@state.co.us](mailto:don.fowler@state.co.us).

JEL 04-2 contains final system changes for Pharmacy and Pharmacy Technician, Wildlife Manager, Nurse Anesthetist, Police Communications, EPS phase II, and the abolishment of vacant classes.

To learn more about these and other human resources, risk management, benefits, and C-SEAP policies and issues, go to [www.colorado.gov/dpa/dhr](http://www.colorado.gov/dpa/dhr) ("News") and be sure to check the "News Archive" section under "Quick Links."

## EMPL/CPPS FISCAL YEAR-END PROCESSING SCHEDULE

Please note that EMPL will be disabled at certain times during the month. This is necessary in order to complete the many tasks before payroll runs.

The events listed below explain the process for system maintenance studies, salary survey, performance ay, and payroll processes for June/July 2004.

To assure a successful run for these processes, please follow the instructions below. Keep in mind that these instructions apply to classified users. However, when the instructions indicate that a system will be disabled, this applies to all users.

- 1) Monday, June 21, 2004 – CPPS Schedule 062 will run (Payday will be July 1st).
- 2) By Monday, June 21, 2004 – All required Personnel Update Forms (PUF) for Transfer between systems (310) and problem Reinstatements (with error code 50 - Not Reinstatable) with an effective date for June delivered to EMPL support so these actions can be entered into the system by Wednesday, June 23, 2004. Please send earlier if at all possible to allow ample time to input for all agencies statewide.
- 3) Thursday, June 24, 2004 - CPPS Schedule M06 will run (Payday will be July 1st).
- 4) By Wednesday, June 30, 2004 - On line users should have all actions with an effective date for June entered into the system. It is very important to have EMPL records up to date. **Entering June actions after the July processing will be**

**difficult and time consuming!**

- 5) Wednesday, June 30, 2004 – CPPS Schedule 906 will run.
- 6) Due to procedure changes, effective May 2, 20004, only employees rated above a "needs improvment" performance level are eligible for a salary adjustment. In order for EMPL to process salary survey properly, all employees with a final rating of "unsatisfactory" must be entered into EMPL via the 684-action, **by close of business Wednesday, June 30, 2004.**
- 7) By close of business Wednesday, June 30, 2004 – Any needed PUF forms for Transfer between systems (310) and problem Reinstatements (with error code 50 - Not Reinstatable) with an effective date of July 1, 2004 should be received by EMPL support.
- 8) Thursday morning, July 1, 2004 – EMPL will be disabled at 6:00 am so DPA Division of Human Resources can enter changes from system maintenance studies with an effective date of July 1, 2004. The system should be back up around 12:00 pm for normal agency entry.
- 9) Thursday, July 1 (after prior step finished), to Friday, July 2, 12:00 pm – System will be available. Users should enter: reallocations (409,410), transfers (401), promotions (420), demotions (430,431,432), reversions (435), voluntary salary reductions (130) and other actions with an EMPL action sequence code of less than "M," with an effective date of July 1, 2004. The system will not allow any action to be entered with an effective date greater than July 1, 2004 at this time.
- 10) Friday, July 2, 12:00 pm to Tuesday, July 6, 7:00

See *Processing Schedule* on page 9

# REPORTING OF STATE PROPERTY LOSSES

BY BETTY CRIST  
STATE RISK MANAGEMENT OFFICE

With the hail, lightning and tornado season fast upon us, the State Risk Management Office (SRMO) has some helpful hints to assist state agencies in reporting losses and managing property claims.

From time to time, state departments assign reporting of state property losses to different individuals; when this happens, chaos can ensue! To avoid problems and confusion, SRMO recommends that each department have one individual serve as the key property loss contact for insurance adjusters and SRMO.

Loss of either state buildings or state property should be reported immediately to the SRMO, using the Property, Boiler & Machinery, Bond, Crime Losses form that is available online at [www.colorado.gov/dpa/dhr/pubs/docs/risk/SRM-08.pdf](http://www.colorado.gov/dpa/dhr/pubs/docs/risk/SRM-08.pdf). When completing the form, use a "best guess" estimate of the amount of loss if there is no documentation immediately available. The department's contact person will then work directly with the adjuster assigned to the claim, so complete contact information should be provided on the loss report form.

Losses from theft or fire must be reported to the local law enforcement or fire department and, if available, their report should be included when the claim is sent to SRMO. Other items that should accompany the report to SRMO include: (1) a purchase order or invoice showing the value of the item when originally purchased, if applicable; (2) paperwork that documents similar items that may be available; and (3) appraisals, estimates or bids for repairs or replacement. If any of these items are unavailable at the time of the loss, reporting should not be delayed in order to secure them. It is not necessary to send photographs to SRMO, although the adjuster may request them during the course of the investigation and processing of the claim. During the investigation, the adjuster may contact the designated department employee for additional information or to make arrangements for appraisals or site visits. Questions related to the status of the claim should be directed to the adjuster because SRMO is not involved in the day-to-day adjustment process and receives status reports only when unique circumstances arise.

Departments are responsible for making the actual arrangements for replacement or repair of the damaged property and should do so as quickly as possible. Payment for losses is made to the department through SRMO when the adjustment is complete. This means that departments must usually pay for the repair and

replacement costs as they are incurred, since SRMO payments materialize only when the claim is settled. SRMO cannot pay individual vendors who provide services related to the loss.

SRMO sends each reported loss to Marsh USA, Inc., the state's insurance broker. If the loss is under \$10,000, it is handled in Denver by an adjuster at Marsh who is assigned directly to the state account. Marsh forwards larger losses and those with coverage concerns to AIG, the company that provides Marsh with adjusting services. On occasion, AIG will utilize other local adjusters, such as someone from Crawford. It is the adjuster's responsibility to communicate directly with the department during the investigation and settlement process. Once a settlement is agreed on, the adjuster sends SRMO closing documents indicating the amount to be paid to the department, minus the department's \$1,000 per occurrence deductible. SRMO then initiates payment from the Risk Management Fund, via COFRS and an interagency transfer of funds occurs (with the exception of Higher Education entities which receive a state warrant).

Marsh obtains commercial property insurance for the state on an annual basis, depending on market factors and availability issues. Personal property of employees is not included in the state's coverage, even though it may be used during the course of business. Personal losses should be reported to employee's own homeowners or renters insurance claim office.

Just remember, time is money, so report claims quickly and start your repair or replacement process right away. Contact Betty Crist at 303-866-4290 or [betty.crist@state.co.us](mailto:betty.crist@state.co.us) for more information or assistance.

# STATE'S FSA TO ALLOW REIMBURSEMENT OF OVER-THE-COUNTER DRUGS

BY VINITA BIDDLE, CEBS  
EMPLOYEE BENEFITS UNIT

The state's Salary Reduction Plan Document has been amended to permit reimbursement of over-the-counter drugs from participants' Health Care Flexible Spending Accounts effective June 1, 2004.

Last September when the Treasury Department and IRS reversed a long-held position and ruled that benefits for drugs and medicines purchased without a prescription would not be taxed as income, state employees were unable to benefit from the new interpretation because the State's Salary Reduction Plan Document specifically excluded coverage for non-prescription drugs. Employee Benefits staff immediately began researching the implications of the new law and the process of reviewing and amending the Plan Document. In consideration of the significant regulatory changes affecting cafeteria plans in recent years, the entire Plan Document was restated to assure compliance.

Although the ruling was ostensibly written for drugs previously available only by prescription that have been approved for over-the-counter (OTC) purchase, such as Claritan and Prilosec, the statutory language is broad enough to cover items like Tylenol and Maalox. The Revenue Ruling does, however, emphasize that reimbursable OTC must be for medical care, not "merely beneficial" to general health. Only items purchased to treat an existing or imminent medical condition are covered. Items purchased to "have on hand" are not

reimbursable.

Since it is the circumstance that determines whether multiple use items will be covered or not, additional documentation will be required to substantiate claims for over-the-counter purchases. The name of the drug must be imprinted on the receipt, not just noted. The participant must also indicate the medical condition on the receipt or separate statement as well as the name of the person for whom the drug is intended. Under some circumstances, a physician's statement may be needed in order to adjudicate the claim.

In addition to providing for OTC, the restated document clarifies the circumstances under which a change of election may be permitted and details the review and appeals process. The "Exceptions to the Irrevocability Rules" and the FAQs for Flexible Spending Accounts have also been revised and will be posted on the Benefits website at [www.colorado.gov/dpa/dhr/benefits](http://www.colorado.gov/dpa/dhr/benefits) along with the restated Plan Document.

Questions about qualifying OTC drugs and medicines may be directed to ASI, the State's FSA administrator, at 800-659-3035 or [asi@asiflex.com](mailto:asi@asiflex.com). Questions about any of the provisions in the Plan Document, including the exceptions to the irrevocability rules, and the review and appeals process may be directed to Employee Benefits at 303-866-3434 or [benefits@state.co.us](mailto:benefits@state.co.us).

## WORK AND LIFE FITNESS: A SOCIETAL IMPACT PERSPECTIVE FOR LOOKING AT WORK LIFE ISSUES

BY LANA L. LEONARD, LCSW, MAC  
CSEAP COUNSELOR

Trying to balance work and family continues to be a hot topic and a challenge for America's workforce. Employees are becoming increasingly dissatisfied with how their work is negatively impacting their lives. According to Cali Williams Yost, the author of *Worklife Visions*, a recent poll revealed that 70% of fathers and mothers think that they don't spend enough time with their children; 33% of employees report that they are experiencing a great deal of stress and other health-related issues; and 66% of employees stated that they need to decrease their currently extended work week by 11 hours.

Three societal groups are in the process of transforming these already complex issues by adding new twists and turns. The three populations are the "Stressed-Out Workforce," the "Baby Boomer Retirees," and the "Generation X'ers." Messages from these three groups amplify and modify the current message from employees to employers to create and maintain sensitivity to work life issues. The reasons for the message vary; however, their workplace concerns and requests are similar. They want a match between their personal and work life, simply "Work + Life = Fit."

Many employees can identify with the first subgroup, the "Stressed-Out Workforce." These employees experience stress resulting from the constant challenge to strive for balance in their work and personal life. The tension stems from personal, home, family, relationships and work forces pulling in multiple and often opposing directions. As the burden of demands increases, the individual worker's tolerance to stress decreases. This chronic discomfort results in compromised roles

See *Work and Life* on page 7



# STUDENT INTERNS, STUDENT TEACHERS AND WORKERS' COMPENSATION: SO WHAT ARE THE RULES?

BY BRENDA HARDWICK  
SAFETY & LOSS CONTROL SPECIALIST

Questions regarding student interns, whether they are student teachers, students in cooperative education, student nurses, etc., crop up each semester. Apparent statutory conflicts cause many of the questions. In an effort to clarify the issue, let's examine those statutes.

First, we look at what the Workers' Compensation statute says regarding interns:

## INTERNS

8-40-302. Scope of term "employer".

(7)(a) Any employer, as defined in section 8-40-203, who enters into a bona fide cooperative education or student internship program sponsored by an educational institution for the purpose of providing on-the-job training for students shall be deemed an employer of such students for the purposes of workers' compensation and liability insurance pursuant to articles 40 to 47 of this title.

(b) If the student placed in an on-the-job training program does not receive any pay or remuneration from the employer, the educational institution sponsoring the student in the cooperative education or student internship program shall insure the student through the institution's workers' compensation and liability insurance OR enter into negotiations with the employer for the purpose of arriving at a reasonable level of compensation to the employer for the employer's expense of providing workers' compensation and liability insurance while such student is participating in on-the-job training with said employer. This paragraph (b) shall not apply to a student teacher participating in a program authorized pursuant to article 62 of title 22, C.R.S.

(c) As used in this subsection (7), "cooperative education or student internship program" means a program sponsored by an educational institution in which a student is taught through a coordinated combination of specialized in-the-school instruction provided through an educational institution by qualified teachers AND on-the-job training provided through a local business, agency, or organization or any governmental agency in cooperation with the educational institution.

The requirements are:

- (1) The institution and the receiving employer enter into an agreement to identify the internship.
- (2) The student does not receive any remuneration,

including stipend, scholarship or pay of any kind from the employer, before, during or after the internship. If the student does receive any payment from the employer, the student then becomes an employee of that employer subject to all the employment laws and regulations, including workers' compensation and liability issues.

- (3) The student must be enrolled in the course (defined as beginning at the time a student pays for the course or signs up for the course until the internship coursework is completed or the student terminates the relationship with the school).
- (4) Workers' Compensation privileges apply as stipulated in the act for employees.
- (5) Local employer is defined as an employer within the State of Colorado.

Regardless of how the student internship is worded, the statutory requirements must be met in order for the student to receive workers' compensation coverage through the college being attended. Semantics does not circumvent the statute.

In addition, students involved in internship-like activities that are ON campus, meaning that the attendance requirement is not at a local employer's business location, are not considered internships as per the statute. Also, the term "Local employer" does not include out-of-state employers.

If a student intern receives any type of compensation, (room, board, stipend, gift, incentive, reimbursement, etc.) before, during or after completion of the internship by the employer, the student becomes an employee of the company or business where the internship is completed. The statute is very clear on this issue and changing what you call the remuneration, does not change how the statute applies.

Then there is the student teacher statute:

Authority and status of student teachers.  
22-65-105.

- (1) Any student teacher, during the time that such student is assigned to a field experience within a public school, shall be deemed to be a public employee of the school district within the meaning of the "Colorado Governmental Immunity Act", article

See *The Rules* on page 9

## PERFORMANCE MANAGEMENT ISSUES

### **When is the uniform performance cycle effective?**

Departments have two years to transition to the uniform performance cycle. The 2005-2006 cycle must end on March 31, 2006.

### **How do you deal with performance salary adjustments for employees hired during the performance year?**

Most departments' performance pay programs address employees hired into the state personnel system during the performance evaluation cycle. Those program provisions continue to apply unless they otherwise contradict Director's Procedures. In the absence of any specific provision in your program, the new employee receives the full salary adjustment as set for their rating level.

### **What about employees who transfer?**

Each department should follow their program as to how it addresses employees who transfer. Programs should already address employees who transfer with no rating or employees who transfer with an interim rating prior to or after the close of the department's performance cycle. For those employees who transfer with a final rating, that rating will stand. Performance salary adjustments for transferees will be based on the receiving department's rating level adjustment percentages. Such provisions continue to apply and should be communicated clearly to a transferring employee.

### **Do departments need to amend and submit for approval their performance pay programs prior to July 1, 2004?**

No. If contradictions currently exist with the new Director's Procedures and your department's program, the Procedures apply (as with the set ranges for payouts). Guidelines for amending performance pay programs for the next performance cycle will be issued this summer.

### **In accordance with P-6-1 (G), when will standard definitions for each performance rating level be published?**

Standard definitions will be issued later this summer and will be sent along with guidelines for amendments required for performance pay programs.

### **Will departments have to limit the number of employees given each rating level to comply with the performance salary adjustment percentages determined by the state personnel director for each rating level?**

No. Statute and Procedure expressly prohibit quotas or forced distribution. The payout ranges (see page 1) set

by the Director should accommodate most departments' final rating breakdowns.

### **Do departments have the flexibility to give non-base building performance salary adjustments?**

No. All such adjustments must be base building except for those rated level 4 (Outstanding) whose adjustment brings them above the range maximum. That portion above the maximum must be non-base building.

## LEAVE & PERFORMANCE SALARY ADJUSTMENTS

### **Is an employee eligible for a performance award if that employee were on military leave for the entire year?**

Employees returning from military leave are entitled to all pay increases, promotions, and any other benefits that would have been awarded or earned had the employee not been away on military leave. If the employee is gone for an entire year and no actual rating is given, then the performance level is considered Level 2 (Satisfactory). When the employee returns to work, the salary would be adjusted for any annual salary and performance pay adjustments that occurred during the employee's absence.

### **What if the employee's performance has been outstanding, but military leave begins causing the employee to be absent before the performance cycle is complete? Can the supervisor rate the performance level higher than satisfactory?**

Yes. If at least one formal progress review has been completed and documentation exists to support a higher performance level, the rater can assign the higher level achieved by the employee.

### **Is an employee on FMLA leave eligible for a performance award?**

Yes. Under FMLA, employers cannot use the taking of FMLA leave as a negative factor in employment actions including performance. Employees returning from FMLA leave must have the same opportunity for performance awards as other employees on or returning from other types of leave.

## PAYOUT PROCESS & EMPL

### **In what order are all salary adjustments applied on July 1?**

After any system maintenance studies, upward, downward, or lateral movements, and any base pay changes to the Teacher I class due to the attainment of additional education, pay ranges will be adjusted by the appropriate occupational group percentage as published

See Q & A on page 7

in the annual compensation report. After pay ranges are adjusted, all employees with a performance rating above Level 1 (Needs Improvement) will receive a 2% actual salary adjustment. After that, any employee still below the new range minimum will be automatically adjusted to the new range minimum. The last in the sequence of actions is any applicable performance salary adjustment.

**What does a department have to do to ensure that employees get any salary adjustments this July 1?**

EMPL will automatically adjust active classified employees' salaries rated above Level 1 (Needs Improvement) for the 2% survey and any applicable adjustment to bring employees to the minimum to ensure that all employees are paid at least, at the minimum rate. Each department is responsible for entering performance salary adjustments and awards into EMPL.

**Will there be any changes to the batch upload process to EMPL this year (the 148 or 147 action codes)?**

There are no changes to the 147 or 148 batch upload process. If a department used the process in the past, they may certainly choose to do so this year, using the same file layout and process. 147 actions may be run as often as needed, starting anytime (remember, the 147 does not update EMPL). The 148 action should only be run once, after all errors are corrected (errors may be identified using the 147 action) and all data is accurate

(performance rating, performance salary adjustment amount, etc.). The 148 action can be run between July 6 and July 9. Please see the year-end processing schedule for more details. For more information on the 147 and 148 actions and the upload file layout, please access the EMPL webpage at [www.colorado.gov/dpa/dhr/empl/index](http://www.colorado.gov/dpa/dhr/empl/index).

**FOR MORE INFORMATION**

**Who should I contact with additional questions?**

Questions about the **2004 compensation plan, lid values, and dollar values for pay and benefits** should go to Sue Huang at [sue.huang@state.co.us](mailto:sue.huang@state.co.us); questions regarding **performance management issues and performance programs** should go to Karen Schaefer at [karen.schaefer@state.co.us](mailto:karen.schaefer@state.co.us); questions related to **leave and pay** should go to Laurie Benallo at [laurie.benallo@state.co.us](mailto:laurie.benallo@state.co.us); questions regarding **payout processes and EMPL** should go to Travis Engelhardt at [travis.engelhardt@state.co.us](mailto:travis.engelhardt@state.co.us); and, questions regarding **procedures and rules, rules changes, and the performance pay system dispute resolution process** should go to Pat Romero at [pat.romero@state.co.us](mailto:pat.romero@state.co.us). Employee questions should be forwarded to their department's human resources office.

If all of the above is too much or too confusing, please contact me directly at [jeff.schutt@state.co.us](mailto:jeff.schutt@state.co.us).

**Work and Life continued from page 4**

performance at home and at work. Attempts to achieve work and life balance are often unsuccessful and the employee becomes overwhelmed with frustration. The consistent sense of failure to reach work life fit solutions upsets the individual's equilibrium. They may experience difficulty concentrating, difficulty getting along with others, increased anxiety, and depression. Ultimately, the boundaries between work and life issues blur and problems become compounded and seem impossible to resolve.

The "Baby Boomer Retirees" comprise the second employee subgroup. This group will create a new breed of employees known as the "working retired." This population consists of seasoned employees from multiple and varied professions who can make valuable contributions to companies. The Baby Boomer population will not want full time employment. They will re-enter the workforce and will request part-time employment opportunities such as job sharing and special projects. The impact of Baby Boomer retirement will result in a workplace shortfall of 5 million employees by 2011. Organizations will need to be sensitive to the Baby Boomer retirees' employment desires in order to compensate for the decreased availability of qualified full-time employees.

The "Generation X'ers" are the third employee societal group. This subgroup will grow to over 75% of the workforce within the next 10 years. This segment of society's population can be described as individuals ranging between the ages of 25 and 37 years old. Dual career households are common in Generation X families. A recent survey revealed that 80% of the Generation X workforce members currently choose a work schedule that enables time with their family over higher salaried and more challenging work opportunities. This workforce will continue to seek flexible work schedules such as variable hours, compressed work weeks (longer hours with more days off or shortened work weeks), and teleworking.

**A Solution Focused Work + Life = Fit Process**

We must realize that work life conflict situations are complex in nature and will require multidimensional and creative solutions. The "Work + Life = Fit" concept provides a foundation to study your work and life balance issues. Please, understand and accept that it is perfectly honorable and normal to want your work and your life to fit together in a way that provides you the opportunities for a fulfilling and comfortable lifestyle.

Let's apply the work life fit process to a work life issue example. Your supervisor has a last minute task that will require you to work 3 hours past your scheduled time to

See *Work and Life* on page 8



leave. You have made a commitment to attend your daughter's soccer game that starts in an hour. Needless to say, this situation results in a work life issue for you. You are concerned that if you choose to work late, your decision will have a negative impact on you and your family, and could result in feelings of hurt and resentment for everyone. And, you are afraid to say, "No" to your supervisor, because your behavior could be perceived as uncooperative and unsupportive to the work environment. You fear your refusal to work late could jeopardize your current good standing in the workplace. You think that the work request is reasonable, within your job description, and is critical to the business operation. And, it is important to you, your daughter, and the rest of your family that you are present at her games. This is a good place to start with the suggested "Work + Life = Fit" solution focused process.

First, list and prioritize your personal values. Lists often include items such as personal health, financial security, spirituality, family, life enjoyment, career and fame. Use your value list to identify what values might be in conflict with each other on a fairly regular basis. This exercise will help you to identify values that can be in conflict that could be fueling work life issues and are contributing to the source of tension.

Now, use your list of values to view work life issues and situations. Apply this step to our example. You believe that you must provide financial security for yourself and your family. You know that you have worked hard for your career and deserve to reap the benefits. On the other hand, you value your relationships with your spouse and children and you enjoy spending time with them doing fun activities. Financial security and career are clashing with family and life enjoyment values.

Next, use current and past work life issues to anticipate future dilemmas and generate alternative and contingency planning. Returning to our example, you and your family can prepare for the impact of work life issues that might interfere with family time and activities. You can inform your daughter and other family members, that during soccer season, you will be able to attend most of the games. However, there may be a situation that will arise at work that will prohibit your attendance. You can illicit discussions about the possibility that you might miss a game and you and your family can process related thoughts and feelings ahead of time. You can inform your supervisor about your daughter's soccer season and game schedule and request that you are able to leave on time for game days. You and your supervisor can identify an alternative employee who could stay late during the soccer season and you can involve your alternate in creating an equitable work time compensation. This process merits work life resolution for this example, but what about the big picture – "Work + Life = Fit?"

Return to your personal value list and write several

related personal goals. Consider personal responsibilities, such as child and elder care, significant other relationships, personal health that encompasses mental, physical, and spiritual well-being. Reflect on your needs for community involvement, career and financial expectations, and work opportunities such as education, travel, power, advancement, and prestige.

Conduct a workplace and personal reality exploration. Focus on your workload and your related efficiency and effectiveness with assigned tasks and responsibilities. Look at your workload in terms of reasonable expectations and your job description. Ask yourself what you can do to streamline your work processes. Study your organization's corporate culture and policies regarding work life issues and notice how they add or detract from your personal values and goals. Return to your values and personal goals and evaluate the relationship between your personal values, responsibilities, and goals and your current work situation.

The results of your self-study and work life issue exploration along with your new mindset will afford you the confidence and the information to open a discussion with your supervisor regarding the "Work + Life = Fit" concept. During this interaction, it is critical to review organizational policies that address work life related issues. The job description can provide the format to guide the discussion between the employee and supervisor. Work expectations can be clarified by reviewing and crystallizing assigned tasks and responsibilities, workload, and work schedule. Then, the employee and supervisor can create a viable plan that will work for the organization and the employee's personal life.

Another key factor in this process is to gain a new perspective about how you see yourself in relation to your workplace. Acknowledge that performing employees are organizational assets. Value-added behaviors demonstrated in the workplace such as trustworthiness, motivation, knowledge, skills, and experience make you a desirable employee. And recognize that organizations who are "Work + Life = Fit" friendly are attractive in today's workplace. They have higher ratios in their abilities to recruit qualified candidates for open positions and retain the current workforce.

If you would like assistance in exploring your work and personal realities, C-SEAP can help with work life issues. Please call the C-SEAP phone number: 1 800 821-8154.

**Editor's Note:** The State of Colorado has a comprehensive Work-Life Program that strives to accommodate the balance between work and life responsibilities through the promotion of alternative work arrangements, employee discounts, and resource and referral information. For more information about the state's Work-Life Program, please contact the State Work-Life Program Coordinator, Travis Engelhardt at [travis.engelhardt@state.co.us](mailto:travis.engelhardt@state.co.us).



**Rules continued from page 5**

10 of title 24, C.R.S. The duties and responsibilities of the student teacher shall be determined by mutual agreement between the school district and the authorized representative of the college.

(2) The student teacher, during his practice teaching in a school, shall be deemed an employee of the school district for the purposes of workers' compensation and liability insurance as provided for other school employees.

Student teachers (those students who have completed their course-work and are assigned to be a co-teacher), in a classroom where they have control of the class and are required to instruct, prepare assignments and lead the class, are covered for workers' compensation and liability as an employee by the school district in which they are student teaching.

Students who are enrolled in teaching education programs, and are still attending courses and must complete 'field experience' time in a classroom in order to earn course credit, are treated as Student Interns and their workers' compensation coverage is through the college. Students who meet this eligibility must not be responsible for anything other than observation and assistance to the teacher in the classroom, and must be enrolled in a course that requires classroom attendance

and participation, exams and written assignments.

Students involved in student teaching, student internships, student nursing, and any other cooperative education programs where an off-campus employer is used to supplement the students' academic education, need to have written contracts in place. These contracts must outline the responsibilities of the student, the college and the employer in regards to what is expected from each party during the internship. In order to avoid the complications of interpretation after a claim for injury occurs, it is highly recommended that the college's legal representative review all contracts before they are signed.

Semantics is not our friend when using these statutes. The State Risk Management Office urges everyone involved in cooperative education programs to be aware of the legal difficulties that may be generated by not being armed with the facts about student internships, student teachers, student nurses, and any other cooperative educational programs developed to enhance student academic programs.

**Processing Schedule continued from page 2**

am – EMPL will be disabled to allow for EMPL/CPPS month and fiscal year-end processing.

11) Friday night, July 2, 2004 – Online and batch portions of salary survey (action code 020) will be executed by DPA Technology Management Unit. This updates the EMPL Employee file and Job file and creates Salary Survey data for CPPS & LDC. Salary ranges will be adjusted by the appropriate occupational group recommendation first, then the 2% salary adjustment applied to actual salary for all eligible employees. After that, any employees's actual salary that is still below the new range minimum will be brought to the new minimum. Both EMPL and CPPS systems will remain down all weekend while the DHR Compensation Unit verifies the salary survey changes.

12) Saturday, July 3, 2004 – DPA Technology Management Unit will update CPPS with the salary survey data provided by EMPL.

13) Saturday, July 3, 2004 – DPA Technology Management Unit will run action code 013 that will remove employees from save pay if the three-year clock has expired.

14) Sunday, July 4, 2004 – EMPL monthly reports will

be scheduled. (These reports will be available on Document Direct Monday July 5th, 2004)

15) Tuesday, July 6, 2004, 7:00 am – Both systems will be available for agency use. Tuesday, July 6, 2004 through Friday, July 9, 2004.

If not entering performance pay data manually using the 142-action code, each applicable agency will need to upload performance pay information into EMPL via the 148-action code process. If you require assistance with this process, please email your question to [travis.engelhardt@state.co.us](mailto:travis.engelhardt@state.co.us). By 5:00 pm Friday, July 9, all performance salary adjustment data must be in EMPL.

16) Friday, July 16, 2004 – Judicial salary survey will be processed.

If you have any additional questions, contact EMPL user support by email at [hr.support@state.co.us](mailto:hr.support@state.co.us).

# SUMMER HEAT INJURY SYMPTOMS AND PREVENTION

BY PHIL SAVAGE  
SAFETY & LOSS CONTROL SPECIALIST

Injury or illness from exposure to summer heat is a serious and frequent risk during Colorado's summer months. The following information on heat injury symptoms and treatment is from the Walter Reed Army Medical Center website and the [orthoinfo.aaos.org](http://orthoinfo.aaos.org) website. Additional summer safety information will be furnished at the Statewide Risk Management Advisory Group meeting on June 24th. Call the State Risk Management Office 303-866-3848 for more information.

## Adverse Effects of Heat Symptoms

1. Heat Cramps – Muscle cramps of the abdomen, legs, or arms.
2. Heat Exhaustion – Profuse sweating with pale, moist, and cool skin; weakness; loss of appetite; dizziness. May also have heat cramps, nausea, urge to defecate, chills, rapid breathing, tingling of the hands or feet, and confusion.
3. Heat Stroke – Headache, dizziness, stomach pains, confusion, weakness, and suddenly loss consciousness, and may have seizures; skin is hot and may be dry; pulse and respiration are rapid and weak. Heat stroke is a medical emergency.

## Treating Heat Exhaustion

1. The two basic steps in treating heat exhaustion are to replenish the body's lost fluids and to cool the body's temperature.
  - Move the person into a cool place out of the sun.
  - Loosen any tight-fitting clothing and remove any extra layers of clothing.
  - Offer the person fluids such as water, fruit or vegetable juices, or sports drinks. Do not offer drinks that contain alcohol or caffeine. Encourage the person to drink about a half glass of fluid every 15 to 20 minutes.
  - Help the person cool off by sponging him or her with cool water, or applying cool, wet cloths such as towels or sheets.
2. In most cases, the person will begin to feel better within 30 minutes. If symptoms do not clear up, or if the person begins to lose consciousness, call for emergency medical assistance.

## Basic Heat Injury Prevention

1. Reduce heat injury by forcing water consumption, in small frequent drinks.
2. When possible, provide cooled water (50oF to 60oF) to enhance its taste and increase voluntary water consumption.
3. Drink one (1) quart of water in the morning, at each

meal, and before and during hard or strenuous work.

4. Take frequent small drinks of water since they are more effective than drinking a large amount of water all at once. Larger individuals need more water.
5. The use of salt tablets for replacement of salt lost through sweating is not recommended. An adequate salt intake is best achieved by eating three salt-seasoned meals per day.
6. When possible, schedule heavy workloads for the cooler hours of the day such as early morning or late evening.
7. Give frequent rest periods. Lower the work rate and workloads as the heat condition increases.

When possible, workloads and/or duration of physical exertion should be less during the first days of exposure to heat, and then they should gradually increase to allow acclimatization.

## Additional Risk Factors

Certain health and lifestyle conditions can increase your risk of developing heat exhaustion. These include:

- Poor circulation, inefficient sweat glands and other changes in skin condition brought on by the normal aging process.
- Recent or recurrent illness accompanied by a fever.
- Drugs and medications that increase heat production by the body or affect the body's ability to regulate its temperature. These can include diuretics, laxatives, antihistamines, amphetamines and anti-depressants.

# UPDATE ON INTRA-STATE MOONLIGHTING

BY PAT ROMERO  
LEAD RULES INTERPRETER

Legislation enacted in 1941 (Section 24-2-103 C.R.S.) prohibited state employees from earning more than the regular salary of a single FTE. The law prevented current employees who have the required training/skills an opportunity to work additional hours at jobs that are sporadic, short-term and difficult to fill.

The General Assembly passed HB 04-1446 this past legislative session to modify this section of law. The Governor signed HB04-1446 into law on May 28, 2004.

The new law provides that persons in the State Personnel System "shall not receive compensation or fees from more than one department or institution of higher education **except as permitted by rules adopted by the state personnel director** in accordance with Article 4 of this title that are consistent with the overtime provisions of section 24-50-104.5." (Emphasis added)

The Personnel Director adopted an emergency procedure effective June 5, 2004. The procedure is as follows:

## Employment With More than One Department

P-3-33 An employee may be employed by and receive compensation from more than one department with advance written approval of the primary appointing authority. If the employee is eligible for overtime, there must be a written agreement between the appointing authorities that specifies the terms and conditions, including overtime determination, the department responsible for paying any overtime, recordkeeping, and the overtime hourly rate. The overtime rate is either the regular rate from one of the jobs or a weighted hourly rate from both jobs. Work time from both jobs is combined to calculate overtime. (Effective June 5, 2004; adopted on an emergency basis on June 5, 2004.)

A Rulemaking hearing for permanent procedures will be held on June 30, 2004. If permanent procedures are adopted, they would become effective September 1, 2004. For more information about the new law, the emergency procedure or the rulemaking hearing for permanent procedures, please contact Pat Romero at [pat.romero@state.co.us](mailto:pat.romero@state.co.us).